

## MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES [UPDATED FALL 2018]

Division/Section	Goal / Objective	Accreditation Criterion	FY19	FY20	FY21	FY22
Office of the Fire Chief /Planning and Accreditation	To achieve and deliver the Planning and Accreditation Section's core services and any additional requested services thoroughly, accurately, and efficiently in support of the overall planning, assessment, accreditation, and analysis needs of the department:	2A, 2B, 2C, 2D, 3A, 3B, 3C				
	<ul style="list-style-type: none"> <li>Annually, prepare the Strategic Plan for Implementation of Master Plan Priorities for the upcoming fiscal year, incorporate review comments of Division Chiefs and Fire Chief, and obtain Fire Chief's approval.</li> </ul>		X	X	X	X
	<ul style="list-style-type: none"> <li>Annually, coordinate and lead the review and updating of the goals and objectives of the Divisions/Sections.</li> </ul>		X	X	X	X
	<ul style="list-style-type: none"> <li>Prepare the 2023-2029 <i>Fire, Rescue, Emergency Management and Community Risk Reduction Master Plan</i> that will replace the 2016-2022 plan. Coordinate the new plan's review and approval process, culminating with plan adoption by the County Council in accordance with County Code, Chapter 21.</li> </ul>				X	X
	<ul style="list-style-type: none"> <li>Oversee development and updating of MCFRS performance measures and the Fire Chief's annual Performance and Accountability Report in accordance with CountyStat mandates. Work with CountyStat staff to prepare annual departmental performance briefing for the CAO. Assist the Fire Chief with preparations and deliverables for the annual performance review with the County Executive.</li> </ul>		X	X	X	X
	<ul style="list-style-type: none"> <li>Prepare the Annual Compliance Report to the Center for Fire Accreditation International (CFAI).</li> </ul>		X	X	X	X
	<ul style="list-style-type: none"> <li>Lead the department through the process of accreditation maintenance and continuous improvement.</li> </ul>		X	X	X	X

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	<ul style="list-style-type: none"> <li>Coordinate and lead the annual departmental planning meeting. Prepare and distribute a report of the proceedings and outcomes.</li> <li>Complete Phase 6 (Western County) and Phase 7 (Norbeck Road Corridor) of the Station Location and Resource Allocation Study and prepare the accompanying reports. Incorporate recommendations into the Master Plan, as needed, through updates or amendments as applicable.</li> <li>Participate, along with the Facilities Maintenance Manager and a Division of Operations representative, in the County's site evaluation process for the future Montgomery Village, Shady Grove, and East County fire stations upon their inclusion in the CIP.</li> <li>Develop, with appropriate partner agencies' representatives, a process for reserving land for needed fire-rescue facilities within new/planned communities.</li> <li>Review and provide MCFRS input for community master/sector plans under development or revision by M-NCPPC and the municipalities of Rockville and Gaithersburg to address the needs and best interests of MCFRS in protecting residents, businesses, and visitors in those communities.</li> <li>Continue providing input to the Mass Transit Administration (MTA) on the planning and design of the Corridor Cities Transitway (CCT), other bus rapid transit (BRT) projects, and the Purple Line to address the needs and best interests of MCFRS in protecting future system users.</li> </ul>		X	X	X	X
				X	X	X
			X	X	X	X
				X	X	
			X	X	X	X
			X	X	X	X

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	<ul style="list-style-type: none"> <li>• Review MCDOT and SHA plans for new highways and proposed improvements to existing highways in Montgomery County, and provide input to address the needs and best interests of MCFRS in protecting motorists.</li> <li>• With the Operations Division Executive Officer, review proposed locations and designs of traffic-calming devices and provide feedback to MCDOT or applicable municipality.</li> <li>• Provide input to presentations or documentation as required by the County Executive, CAO, County Council, County department/agency directors, and CountyStat Manager.</li> <li>• Transition GIS software from ArcMap to ArcGIS Pro.</li> <li>• Create MCFRS online map warehouse in ArcGIS Online.</li> <li>• Provide updated mapping software (TBD) for fire station personnel to use instead of Visio 2003.</li> <li>• Hire staff to keep pace with planning, accreditation and GIS workload and to achieve redundancy where there is none.                         <ul style="list-style-type: none"> <li>- Create/fill a fulltime, Accreditation Manager position.</li> <li>- Fill lapsed Senior Planning Specialist position.</li> <li>- Create/fill an IT/GIS Specialist position (grade TBD).</li> </ul> </li> </ul>		X	X	X	X
			X	X	X	X
			X	X	X	X
			X			
				X		
				X		
				X		
					X	
						X

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Office of the Fire Chief /PIO and Media	Provide accurate and timely information and updates to local and national media outlets: <ul style="list-style-type: none"> <li>• Respond to emergency scenes to gather and disseminate accurate and timely information regarding developing situations of interest to the community.</li> <li>• Coordinate MCFRS media relations, messaging, branding, digital engagement and public safety campaigns.</li> <li>• Serve as the official public liaison through which accurate and timely information can be obtained in compliance with the Maryland Public Information Act and HIPAA Law and other requests for information.</li> <li>• Manage information and digital engagement through the department's website and social media tools.</li> </ul>	5B, 9C	X	X	X	X
Office of the Fire Chief /Investigative Programs	Recruit and hire additional Investigator IIIs (Grade 25) based upon workload and staffing levels for other public safety Internal Affairs/Investigative Programs Sections.	7B		X	X	X
Office of the Fire Chief /Investigative Programs	Perform and improve internal and external investigations: <ul style="list-style-type: none"> <li>• Conduct internal and external investigations in compliance with MCFRS policy and procedures, utilizing various investigative strategies and techniques.</li> <li>• Standardize and revise the investigative report format to ensure MCFRS command staff are provided relevant and concise information to assist in decision-making processes.</li> </ul>	N/A	X	X	X	X
Office of the Fire Chief /Investigative Programs	Recruit and hire a full-time Program Manager (grade TBD) to manage the background investigation processes, maintain compliance with the Criminal Justice Information Systems and FBI policies and procedures, and develop and improve background processes.	7B		X	X	
Office of the Fire Chief/Investigative Programs	Perform standardized, thorough background investigations for MCFRS recruit applicants, FEI applicants and civilians in compliance with County, State, and federal guidelines and laws.	7B	X	X	X	X

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Office of the Fire Chief /Investigative Programs	Ensure employee security: <ul style="list-style-type: none"> <li>• Maintain/enhance Employee Identification and Access System.</li> <li>• Maintain a secure workforce environment by issuing appropriate access and identification credentials to employees.</li> <li>• Ensure employees understand usage, vulnerability and cost of the identification and facility access cards.</li> </ul>	5D	X	X	X	X
			X	X	X	X
			X	X	X	X
Office of the Fire Chief /Investigative Programs	Continue to work with the Montgomery County Police, Security Services Division (SSD) to improve accuracy and database standards for access cards. Consider transferring the responsibility for MCFRS access cards to SSD.	9C	X	X	X	X
Office of the Fire Chief /Investigative Programs	Research case management/case tracking software/databases in coordination with the EEO Officer and the Assistant Chief of Labor Relations.	9C	X			
Office of the Fire Chief /FESC, Policy and Legislation	Make changes to databases to enhance retrieval of information concerning training records & rank of personnel on the IECS List <ul style="list-style-type: none"> <li>• Consolidate the two IECS lists for volunteer personnel (presently arranged alphabetically and by rank) to be by rank only making it easier to search for individuals who are members of multiple LFRDs.</li> <li>• Consolidate training records from four training databases into the individual's PSTA transcript making it easier to determine their eligibility for promotion.</li> </ul>	7B, 8B, 9C		X		X

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Volunteer and Community Services /Volunteer Services	<p>Reduce instances of failures-to-respond (FTRs) to &lt;2% at Stations 10, 15, 17 and 40, and assist the Burtonsville, Laytonsville District, Cabin John Park, and Sandy Spring Volunteer Fire Departments in achieving fulltime combination staffing of all primary, frontline response units (i.e., engine, aerial unit, rescue squad, ambulance, medic unit/ALS chase unit as applicable) through the following objectives:</p> <ul style="list-style-type: none"> <li>• Make changes to the personnel management plan of each of these LFRDs that will: <ul style="list-style-type: none"> <li>- Address more efficient use of existing personnel in meeting staffing needs.</li> <li>- Identify training needs and a training plan that will lead to the filling of all riding positions (e.g., unit officer, master firefighter, firefighter, EMS provider, etc.) nights and weekends with qualified personnel.</li> <li>- Address the recruiting and mentoring of additional members.</li> </ul> </li> <li>• Develop a dashboard for use by these LFRDs to track their FTR data over regular intervals. Using the dashboard results, perform an evaluation of these LFRDs’ capability to reduce their FTRs below 2%.</li> <li>• Develop SMART goals and objectives to guide success in achieving desired staffing levels.</li> </ul>	2D, 7B	X	X		
			X	X		
			X	X	X	X
Volunteer and Community Services /Volunteer Services	<p>Expand resources at four LFRDs, including Damascus, Hillandale, Takoma Park and Upper Montgomery, to create enhanced staffing and resources to assure that MCFRS customers receive quick and effective services:</p> <ul style="list-style-type: none"> <li>• Place additional trained members on all units currently staffed 5 nights per week at Stations 2, 12, 13 and 14.</li> </ul>	2D, 7B	X	X	X	X

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	<ul style="list-style-type: none"> <li>• Add additional unit staffing such as staffing a second EMS unit, second engine, or tanker as applicable.</li> </ul>				X	X
Volunteer and Community Services /Community Outreach	Improve/enhance the Safety in Our Neighborhood (SION) program as follows:	5B				
	<ul style="list-style-type: none"> <li>• Re-engineer the current delivery model and data collection process for the SION program.</li> </ul>		X			
	<ul style="list-style-type: none"> <li>• Develop an innovative, community-based strategy that connects fire stations directly with community organizations, home owner associations, civic associations and other partners and businesses in each station's first-due response area.</li> </ul>		X	X	X	X
	<ul style="list-style-type: none"> <li>• Expand the department's appointment-based Home Safety Visit Program which has been singled out as one of the most effective ways to educate and improve public safety in the County.</li> </ul>		X	X	X	X
Volunteer and Community Services /Community Outreach	The department will enhance Senior Safety Outreach and provide a dedicated position to coordinate and lead home safety evaluations, education and outreach programs to address the specific needs associated with the projected growth in the County's senior citizen population. Risk reduction and prevention programs that target seniors will play a vital role in the health and safety of our residents. Objectives for this goal include the following:	5B				
	<ul style="list-style-type: none"> <li>• Identify and implement strategies to reduce fire risk among seniors.</li> </ul>		X	X	X	X
	<ul style="list-style-type: none"> <li>• Identify homebound seniors and those with disabilities to provide information on fire safety and risk reduction assistance, including the installation of approved smoke</li> </ul>		X	X	X	X

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	alarms appropriate for their needs.					
	<ul style="list-style-type: none"> <li>• Increase collaboration between MCFRS, County agencies and departments, and professional organizations providing services to seniors.</li> </ul>		X	X	X	X
	<ul style="list-style-type: none"> <li>• Continue the public education and awareness campaign to educate and inform residents regarding the installation and upgrade of smoke alarms required by Maryland's Smoke Alarm Law which became effective 1/1/2018.</li> </ul>		X	X	X	X
	<ul style="list-style-type: none"> <li>• Continue the door-to-door campaign offering MCFRS services to seniors, including the evaluation of existing residential smoke alarms, replacement of outdated smoke alarms, and provision of injury prevention information.</li> </ul>		X	X	X	X
	<ul style="list-style-type: none"> <li>• Continue offering free residential safety evaluations for seniors.</li> </ul>		X	X	X	X
	<ul style="list-style-type: none"> <li>• Ensure members of the department are aware and responsive to the needs and risks faced by senior citizens.</li> </ul>		X	X	X	X
	<ul style="list-style-type: none"> <li>• Provide education and outreach services to the caregivers and families of senior citizens in the County.</li> </ul>		X	X	X	X
	<ul style="list-style-type: none"> <li>• Work collaboratively with local, regional and State agencies/departments and public and private organizations to educate and respond to the needs of the County's growing senior population, including residents choosing to age in place.</li> </ul>		X	X	X	X



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Volunteer and Community Services /Community Outreach	<p>Continue raising awareness of Maryland's new Smoke Alarm Law which became effective 1/1/2018.</p> <ul style="list-style-type: none"> <li>Continue public service announcements (PSAs) to educate the community on the importance of smoke alarms, the new smoke alarm law and the need to replace all smoke alarms after 10 years.</li> <li>Provide education/training for fire station personnel to ensure they are knowledgeable and up-to-date on the changes to Maryland's Smoke Alarm Law and Montgomery County's Carbon Monoxide Detector Law.</li> </ul>	5B	X	X	X	X
Volunteer and Community Services /Community Outreach	<p>Identify, apply for and manage grants for community outreach:</p> <ul style="list-style-type: none"> <li>Coordinate with the Division of Fiscal Management to submit grant applications.</li> <li>Ensure all community outreach grant awards comply with grant directives and are completed on time, in accordance with procurement requirements and within the allocated budget.</li> <li>Manage all contracts, bids and quotes for products and services pertaining to community outreach.</li> <li>Manage performance reporting, expenditures, reconciliations and completion of required reports and audits.</li> </ul>	5B	X	X	X	X
			X	X	X	X
			X	X	X	X
			X	X	X	X

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Volunteer and Community Services /Community Outreach	<p>Implement the following enhancements to the Section:</p> <ul style="list-style-type: none"> <li>• Hire additional staff to keep pace with demands on the Community Outreach Section's workload, community requests and department-wide expectations that far exceed the current staff complement.</li> <li>• Expand delivery of the department's safety programs in schools, summer camps, and community-based programs.</li> <li>• Work with MCPS to strategically identify opportunities to provide safety education aligned with the State's Standards of Learning and to identify Title I schools and programs that provide services to the most at-risk students and families.</li> </ul>	5B		X	X	X
Volunteer and Community Services /Community Outreach /CERT	<p>Goal: Increase CERT Program contribution to the MCFRS.</p> <p><u>Strategy #1</u>: Using trained CERT "GO TEAM" volunteers, work with DV&amp;CS to respond when dispatched on incidents requiring assistance with damage assessment, personnel accountability reporting (PAR) of evacuees, mass casualty triage assistance and logistics support via Mobile Ambulance Bus (MAB) and Medical Support Unit (MSU) apparatus.</p> <p><u>Objectives</u>:</p> <ul style="list-style-type: none"> <li>• Continue to conduct 800 MHz radio training for CERT "Go Team" members.</li> <li>• Using the results of after-action reports (AARs) make necessary changes to CERVIS and request equipment and procedures to staff and deploy CERT for the tasks identified under Strategy #1.</li> </ul>	5B 8A, 8B	X	X	X	X

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Volunteer and Community Services /Community Outreach /CERT	<ul style="list-style-type: none"> <li>Using CERVIS, maintain and continue to test a “ready team” roster and communication plan.</li> </ul>		X	X	X	X
	<ul style="list-style-type: none"> <li>Continue education and training for command officers concerning CERT GO TEAM.</li> </ul>		X	X	X	X
	<p><u>Strategy #2:</u> Use CERT members to assist MCFRS in conducting damage assessment after storms or other high-impact events.</p>					
	<p><u>Objective:</u></p>					
	<ul style="list-style-type: none"> <li>Continue to use CERT “Go Team” for conducting damage assessment missions.</li> </ul>		X	X	X	X
	<p><u>Strategy #3:</u> Using CERT volunteers, assist OEMHS with shelter operations and donations management.</p>					
	<p><u>Objectives:</u></p>					
	<ul style="list-style-type: none"> <li>With CERT stakeholders, develop training for CERT to meet OEMHS needs in a timely deployment model.</li> </ul>		X	X	X	X
	<ul style="list-style-type: none"> <li>Make necessary changes to CERVIS, and request equipment and procedures to staff and deploy CERT as required.</li> </ul>		X	X	X	X

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Volunteer and Community Services /Community Outreach /CERT	Goal #1: Continue the “Storm Camp” Program by conducting two or more Storm Camps each fiscal year.	5B				
	Strategy #1: Review data from Storm Camp events and determine the average number of attendees, hours of instruction, student feedback and overall effectiveness to the community.					
	<u>Objectives:</u> <ul style="list-style-type: none"> <li>• Apply data and feedback from the online Storm Camp feedback survey to improve/adjust Storm Camp Program by:                             <ul style="list-style-type: none"> <li>○ Confirming or modifying the subjects to be included.</li> <li>○ Updating deliverables such as Storm Camp script, videos and Power Point presentations as well as handout materials.</li> <li>○ Improving logistics by determining additional equipment and audio/visual needs, and then purchasing these items.</li> </ul> </li> </ul>		X	X	X	X
	Goal #2: Promote Storm Camp.  Strategy: Increase media awareness and partnership in promotion of the program.  <u>Objectives:</u> <ul style="list-style-type: none"> <li>• Identify and develop media partnerships.</li> <li>• Work collaboratively with the MCFRS PIO and other stakeholders to target/develop media partnerships.</li> </ul>					

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	<p>Goal #3: Produce a listing of community groups and citizen associations as well as business groups that will provide students as well as the ability for MCFRS CERT to improve outreach training interest in the community to prevent the 9-1-1 call.</p> <p>Strategies: Use MCFRS PIO and CERT outreach team to make initial contacts. Sign written agreement with groups and venues, and enlist third parties in public relations.</p> <p><u>Objective:</u></p> <ul style="list-style-type: none"> <li>• Use advance booking and public relations to maximize audience size and reach, so the program can be delivered efficiently and cost-effectively.</li> </ul>		X	X	X	X
Volunteer and Community Services /Community Outreach /CERT	<p>CERT Evaluation and Improvement:</p> <p>Goal #1: Evaluate CERT's contribution to MCFRS, OEMHS, and the County, and adjust programming and training as needed.</p> <p><u>Strategy:</u> Using best practices research and evaluation models, conduct surveys and interviews with stakeholders and others to determine areas and needs that CERT does meet, can meet, and should meet within the County. Evaluate the survey results with respect to existing CERT capabilities, training, and funding. Adjust curriculum, training, funding, and roles, as needed, in consultation with DV&amp;CS. Conduct an evaluation every 2 years.</p> <p><u>Objectives:</u></p> <ul style="list-style-type: none"> <li>• Develop a standard set of metrics for analyzing the ability of CERT to meet areas identified by stakeholders.</li> <li>• Develop a research team to conduct the biannual survey.</li> </ul>	3D, 5B	X  X	X  X	X  X	X  X

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Fiscal Management /Budget	Maintain compliance with budget and other fiscal guidelines and regulations: <ul style="list-style-type: none"> <li>• Adhere to grant requirements.</li> <li>• Minimize budget variances.</li> </ul>	4A	X X	X X	X X	X X
Fiscal Management /Budget	Ensure understanding of MCFRS fiscal data and budget: <ul style="list-style-type: none"> <li>• Enhance understanding/awareness of MCFRS fiscal data.</li> <li>• Expand external stakeholders' knowledge of MCFRS budget.</li> </ul>	4A	X X	X X	X X	X X
Fiscal Management /EMST Billing	Maintain synergy with EMS Section to ensure complete and accurate Patient Care Reports: <ul style="list-style-type: none"> <li>• Improve success of billing process to maximize cost recovery.</li> </ul>	4A, 5F	X	X	X	X
Fiscal Management /EMST Billing	Ensure quality assurance before patient care reporting (PCR) data are provided to billing vendor: <ul style="list-style-type: none"> <li>• Ensure bills are based on correct and auditable PCR.</li> </ul>	4B	X	X	X	X
Fiscal Management /EMST Billing	Keep up-to-date with developments in ambulance billing industry and applicable regulations and legislation: <ul style="list-style-type: none"> <li>• Ensure EMST Billing Program is compliant with relevant legislation and regulations.</li> </ul>	4A	X	X	X	X
Fiscal Management /EMST Billing	Ensure collaboration with EMS Section in addressing impacts of emerging issues in health care delivery on ambulance transport: <ul style="list-style-type: none"> <li>• Determine impact on cost recovery.</li> <li>• Ensure proactive steps are taken to mitigate any adverse impact.</li> <li>• Make provision for additional resources if any upsurge in service demand.</li> </ul>	4B	X X X	X X X	X X X	X X X
Fiscal Management /EMST Billing	Ensure adequate disaster recovery plan for EMST & billing data: <ul style="list-style-type: none"> <li>• Collaborate with EMS and IT Sections, ImageTrend and billing vendor to ensure set-up and frequent update of data to server.</li> </ul>	4B	X	X	X	X

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Fiscal Management /Procurement	Ensure that all work units in MCFRS are aware of the entire procurement process:	4C				
	Management of department's procurement needs:					
	• Procure goods/services as efficiently as possible.		X	X	X	X
	• Provide continuous training and advice to personnel.		X	X	X	X
	• Minimize disputes between customers and vendors.		X	X	X	X
	• Assist in identifying the most effective acquisition method that meets needs and is compliant with Montgomery County Procurement Regulations.		X	X	X	X
Fiscal Management /Procurement	• Serve as a liaison between contractor/vendor and MCFRS personnel for the delivery and acceptance of goods/services.		X	X	X	X
	Manage department's Purchase Card ("P-Card") program:	4C				
	• Administer the department's participation in the County-issued credit card program by interacting with Finance and providing internal agency management and oversight, including record keeping, activity reports, new issuance, spending limit changes, and cancellation.		X	X	X	X
Fiscal Management /Procurement	• Monitor program to ensure there are no program violations by MCFRS P-Card users.		X	X	X	X
	Enhance Procurement Section productivity and capabilities:	4C				
	• Develop redundancy of payment processing and P-Card administration, including cross-training of Procurement		X	X	X	X

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	<p>Section personnel to:</p> <ul style="list-style-type: none"> <li>- Manage and provide oversight of the department's invoice processing and payment utilizing Oracle.</li> <li>- Review and provide electronic approval of all Oracle invoice payments and direct payment request.</li> </ul>					
Fiscal Management /Procurement	<p>Assist Local [Volunteer] Fire-Rescue Departments (LFRDs) to enter into existing County contracts:</p> <ul style="list-style-type: none"> <li>• Meet with the Facilities Maintenance Section Manager to discuss the most urgent goods/services provided to the LFRDS that should be under contract.</li> <li>• Meet with the Fleet Support Section Manager to discuss the most urgent goods/services provided to the LFRDs that should be under contract.</li> </ul>	4C	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>
Fiscal Management /Procurement	<p>Increase the department's participation in the Local Small Business Reserve Program (LSBRP):</p> <ul style="list-style-type: none"> <li>• Increase participation in the LSBRP program by at least 10%.</li> <li>• Attend outreach events to increase awareness of the program.</li> <li>• Encourage current local vendors to register in LSBRP program.</li> </ul>	4C	<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p>
Operations /Communications	<p>Improve emergency call processing and dispatch times:</p> <p>Reduce call-taking and dispatch times for Fire-Full Assignments (FFAs) and Echo/ALS2 events to comply with the latest edition of NFPA 1221, Operations Division benchmarks and established CFAI benchmarks.</p>	9B	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>
Operations /Communications	<p>Improve compliance with Priority Dispatch Protocols:</p> <ul style="list-style-type: none"> <li>• Utilizing a standardized quality assurance process, reduce errors in call-processing for FFAs and Echo/ALS2 events.</li> </ul>	9B		<p>X</p>	<p>X</p>	



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	<ul style="list-style-type: none"> <li>• Achieve &gt;90% average protocol compliance scores for call-taking on all FFAs and Echo/ALS2 events in compliance with Priority Dispatch EMDQ &amp; EFDQ guidelines.</li> <li>• Achieve and maintain ACE Accreditation for MPDS and FPDS.</li> </ul>			X	X	
Operations /Communications	<p>Train personnel to fill uniformed operations vacancies at ECC:</p> <ul style="list-style-type: none"> <li>• Train at least twelve uniformed personnel each year at the ranks of Firefighter/Rescuer III through Fire/Rescue Captain to maintain a field reserve pool of ECC-Q personnel to: fill any ECC roster vacancies, allow personnel to transfer out of ECC with an immediate replacement available, and to provide for promotional opportunities and succession planning.</li> <li>• Conduct an ECC class for uniformed firefighters to allow incumbents to transfer out, as full consolidation is ongoing. This is also beneficial to train future Fire/Rescue Liaisons.</li> </ul>	9B	X	X	X	X
Operations /Communications	<p>Implement technology enhancements:</p> <ul style="list-style-type: none"> <li>• CAD-2-CAD</li> <li>• Deccan products</li> <li>• CADWatch</li> <li>• FirstWatch – ProQA Dashboard</li> <li>• PSSM – Radio System</li> <li>• CAD/ProQA/GIS enhancements</li> </ul>	9B			X	X
Operations /Communications	<p>Develop in-service training program for ECC personnel:</p> <ul style="list-style-type: none"> <li>• Provide all ECC personnel with at least 20 hours of specific, verifiable, realistic, and on-going training (SVROT) each year.</li> </ul>	9B	X	X	X	X

## MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES [UPDATED FALL 2018]

Division/Section	Goal / Objective	Accreditation Criterion	FY19	FY20	FY21	FY22
Operations /Communications	<p>Achieve successful consolidation of call-taking and dispatch functions under Montgomery County Police ECC:</p> <ul style="list-style-type: none"> <li>• Develop a transition plan to consolidate all fire/rescue call-taking and dispatch services under the MCP ECC. <ul style="list-style-type: none"> <li>○ Universal Call-Taking (by December 31, 2019).</li> <li>○ Fire/EMS dispatching.</li> <li>○ Final consolidation with Fire/Rescue Liaison on 12-hour shifts.</li> </ul> </li> <li>• Establish MCP ECC performance objectives and develop QA process to uphold within Governance Structure.</li> </ul>	9B		<div>X</div> <div>X</div>	<div>X</div> <div>X</div>	<div>X</div> <div>X</div>
Operations /Emergency Medical Services	<p>Enhance EMS Capabilities:</p> <ul style="list-style-type: none"> <li>• Establish fulltime Medical Director as a County employee.</li> <li>• Implement COLD responses for BLS events.</li> <li>• Implement Alternate Destination Protocol.</li> <li>• Explore options to deliver assessment and care on low-level calls (Alpha &amp; Omega) to reduce service demand and hospital overcrowding: <ul style="list-style-type: none"> <li>○ Establish at least two transport units, each staffed with a Paramedic and Physician's Assistant (PA) or Licensed Nurse Practitioner (LPN) to respond to repeat customers. [Potential partnership with HHS.]</li> </ul> </li> </ul>	5F		<div>X</div> <div>X</div> <div>X</div> <div>X</div>	<div>X</div> <div>X</div> <div>X</div> <div>X</div>	<div>X</div> <div>X</div> <div>X</div> <div>X</div>
Operations /Emergency Medical Services	<p>Cooperate with Health &amp; Human Services to expand the Mobile Integrated Healthcare (MIH) program:</p> <ul style="list-style-type: none"> <li>• On-board civilian social worker, program manager and data analyst.</li> <li>• On-board community health nurse.</li> <li>• Serve 250 patients per year.</li> <li>• Include outreach to opiate overdose patients.</li> <li>• Address top 5 institutional super-users.</li> <li>• Explore option of Mobile Urgent Care unit and Special</li> </ul>	5F	<div>X</div>	<div>X</div> <div>X</div> <div>X</div>	<div>X</div> <div>X</div>	

## MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES [UPDATED FALL 2018]

Division/Section	Goal / Objective	Accreditation Criterion	FY19	FY20	FY21	FY22
	Care Transport unit.					
Operations /Emergency Medical Services	Implement IT software, hardware and training initiatives to improve clinical documentation and patient care <ul style="list-style-type: none"> <li>Implement eMEDS Elite.</li> <li>Implement automated QA/QI program (using Elite validation and CQI/or Firstpass).</li> <li>Expand FirstWatch surveillance tool to include ProQA.</li> <li>In cooperation with IT Section, implement narcotics on-line log and an all-ALS equipment on-line checklist.</li> </ul>	5F, 9C	X	X		
			X	X		
Operations /Emergency Medical Services	Continue data-centric approach toward quality improvement: <ul style="list-style-type: none"> <li>Continue present quarterly reporting to CountyStat.</li> <li>Measure all California EMS program metrics.</li> <li>Prepare yearly FY report on progress toward accreditation measures, CountyStat measures, and California measures to satisfy yearly reporting requirements for CFAI and internal strategic/master plans. Prepare first report for FY18 in FY19 and then iterate yearly to improve product.</li> </ul>	2C, 5F	X	X		
			X	X	X	X
Operations /Scheduling	Eliminate current staffing deficiencies by ensuring minimum standard staffing at all stations on all primary, frontline units: <ul style="list-style-type: none"> <li>Correct deficient availability/reliability of Fire/Rescue Service, and prevent future deficiencies in areas of projected growth.</li> <li>Ensure minimum staffing on all primary, frontline units.</li> <li>Plan/budget for, hire, and train personnel to fill current vacancies and to meet future staffing requirements.</li> <li>Implement county-wide staffing ratio of 5.0:1.</li> </ul>	5E, 5F, 5G, 5H, 5I, 5L		X	X	X
				X	X	X
				X	X	X
				X	X	X

## MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES [UPDATED FALL 2018]

Division/Section	Goal / Objective	Accreditation				
		Criterion	FY19	FY20	FY21	FY22
Operations /Scheduling and Staffing	Ensure 4-person staffing for all primary, frontline suppression and heavy rescue units: <ul style="list-style-type: none"> <li>Formally acknowledge 4-person staffing as being the minimum staffing requirement for engines, aerial units and rescue squads.</li> <li>Increase minimum staffing levels on all aerals to 4-personnnel.</li> <li>Increase minimum staffing levels on all rescue squads to 4-personnnel.</li> </ul>	5E, 5G				X   X  X
Operations /Scheduling and Staffing	Correct span-of-control deficiencies by establishing Battalion 6: <ul style="list-style-type: none"> <li>Ensure no Battalion Chief supervises more than 7 stations.</li> <li>Create and staff a 6<sup>th</sup> Battalion Chief Office, and reconfigure stations into the six battalions.</li> <li>Create and staff a Battalion 3/6 Relief position.</li> </ul>	5E				X X  X
Operations /Scheduling and Staffing	Ensure adequate supervision and training of EMS responders: <ul style="list-style-type: none"> <li>Staff an EMS Supervisor position for each battalion.</li> </ul>	5F, 8A, 8B			X	X
Operations /Field Ops	Meet the accreditation program response time goals as set forth in the County Council-approved <i>Fire, Rescue, EMS and Community Risk Reduction Master Plan</i> as well as voluntary response time standards set forth by NFPA in Standard 1710: <ul style="list-style-type: none"> <li>Maintain or construct fire stations in locations that best serve the public.</li> <li>Relocate or expand existing stations, and build additional stations as needed.</li> </ul>	2C, 5E, 5F, 5G, 5H, 5I, 5L			X  X	X  X
Operations /Field Ops	Meet the accreditation program response time goals for ALS as set forth in the County Council-approved <i>Fire, Rescue, EMS and Community Risk Reduction Master Plan</i> as well as voluntary response time standards set forth by NFPA in Standard 1710: <ul style="list-style-type: none"> <li>Achieve the goal of paramedic arrival on the scene of 90% of</li> </ul>	2C, 5F			X	X

## MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES [UPDATED FALL 2018]

Division/Section	Goal / Objective	Accreditation				
		Criterion	FY19	FY20	FY21	FY22
	ALS calls within 8 minutes.					
Operations /Field Ops	Improve ALS response time by minimizing the percentage of BLS patient care by paramedics: <ul style="list-style-type: none"> <li>Strategically place ALS chase cars in service with one or two paramedics per chase car.</li> <li>Place ALS chase cars in service in stations having the highest demand for ALS services.</li> </ul>	2C, 5F		X	X	X
				X	X	X
Operations /Field Ops	Correct known deficiencies in statistics, data, IT support and program administration in Operations: <ul style="list-style-type: none"> <li>Establish specialized positions to support the IT, planning, and administrative needs of the Operations Division.</li> <li>Use civilian and uniformed personnel to support needs of field operations.</li> </ul>	9C			X	X
					X	X
Operations /Field Ops	Improve Fire-Full Assignment and Fire-Adaptive Assignment response times: <ul style="list-style-type: none"> <li>3% annual improvement (reduction in response times) across all risk areas and call types for FFA &amp; fire adaptive</li> <li>Reduce failures-to-respond (FTRs) rates to near zero.</li> <li>Confine all fire to room/area of origin.</li> </ul>	5E		X	X	X
				X	X	X
				X	X	X
Operations /Field Ops	Improve Incident Command performance: <ul style="list-style-type: none"> <li>Monitor and ensure adherence to existing incident management framework.</li> <li>Monitor and ensure compliance with annual command competency program.</li> </ul>	5E	X	X	X	X
			X	X	X	X
Operations /Field Ops/Wildland	Improve overall preparedness and response to wildland fires: <ul style="list-style-type: none"> <li>Develop a Wildland Workgroup to address the following:               <ul style="list-style-type: none"> <li>Coordinate with the Maryland Forest Service to develop a standard inventory, including tools, appliances, and adapters for all brush trucks.</li> </ul> </li> </ul>	5K			X	X

## MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES [UPDATED FALL 2018]

Division/Section	Goal / Objective	Accreditation Criterion	FY19	FY20	FY21	FY22
	<ul style="list-style-type: none"> <li>○ Review the process for brush truck specifications, develop a standard for capabilities, and reinforce a standard for tools, appliances, and adapters.</li> <li>○ Develop a robust driver/operator program for wildland firefighting apparatus.</li> <li>○ Develop an Incident Response Policy addressing brush and wildland-urban interface fires.</li> <li>○ Review public education policies and develop a program to incorporate Wildland Urban Interface home inspections with our existing Safety in Our Neighborhood® program.</li> <li>● Use aerial photos, GIS data, and ground inspections to identify structures and other resources at risk, categorizing risks by low, medium, high or special.</li> <li>● Coordinate with the Maryland DNR Forest Service to develop a risk assessment and to educate residents on wildland interface fires.</li> <li>● Develop and implement specific wildland firefighter training:               <ul style="list-style-type: none"> <li>○ Confirm performance criteria for the Firefighter I level (NFPA 1001 Compliance). Per the standard, three skill sets are required [5.3.19(A)(B)(C)] involving ground fire attack, backpack pump, and the use of hand tools to construct a fire line.</li> </ul> </li> </ul>	5K			X	X
					X	X
					X	X

## MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES [UPDATED FALL 2018]

Division/Section	Goal / Objective	Accreditation Criterion	FY19	FY20	FY21	FY22
	<ul style="list-style-type: none"> <li>○ Develop an internal website that will host training materials, videos, best practices and educational media for the department regarding wildland fires.</li> <li>○ Evaluate wildland training needs of structural firefighters and consider additional requirements, such as S-130, Firefighter Training (Blended) and S-190, Introduction to Wildland Fire Behavior (on-line).</li> <li>○ Review the practice of falling trees during wildland incidents. Any process, safety considerations or additional training requirements will be added to the Wildland Incident Response Policy.</li> <li>○ The MCFRS Wildland Workgroup will review the need for refresher training.</li> </ul>					
Operations /Field Ops/Aviation	<p>Improve overall preparedness and response to aviation fire and rescue incidents:</p> <ul style="list-style-type: none"> <li>• Collect and analyze total response time data for the First-Arriving Unit and Effective Response Force for Aircraft Rescue and Fire Fighting services.</li> <li>• Review and update MCFRS Policy 24-09, Response for Aircraft Emergencies, to reflect lessons learned from After-Action Reports (AARs) and to fit the new IRP format.</li> </ul>	5I		X	X	X
Operations /Special Ops	<p>Improve Special Operations Training:</p> <ul style="list-style-type: none"> <li>• Achieve better coordination and tracking of Special Operations</li> <li>• Assist in conducting annual appraisal of all Special Operations Team Operations and activities.</li> </ul>	8A, 8B		X	X	X

## MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES [UPDATED FALL 2018]

Division/Section	Goal / Objective	Accreditation				
		Criterion	FY19	FY20	FY21	FY22
	<ul style="list-style-type: none"> <li>Fund and staff a fulltime Captain position to serve as a Special Operations Training Officer.</li> </ul>			X	X	X
Operations /Special Ops	Improve Special Operations logistics: <ul style="list-style-type: none"> <li>Reduce duplicate equipment purchases and provide a cache of equipment to resupply Special Operations units.</li> <li>Fund and staff a fulltime Master Firefighter position to serve as Special Operations Logistics Officer.</li> </ul>	6E		X	X	X
				X	X	X
Operations /Special Ops	Improve Special Operations events: <ul style="list-style-type: none"> <li>Provide coordinated planning for and response to special events.</li> <li>Fund and staff a fulltime Special Operations Events Coordinator position. [Duties can be added to Hazmat Battalion Chief if a FEI Battalion Chief position is created.]</li> </ul>	5L		X	X	X
				X	X	X
Operations /Special Ops	Improve supervision of Special Operations resources: <ul style="list-style-type: none"> <li>Provide oversight and coordination of the Fire and Explosive Investigations Unit, Fire Intelligence program and Suspicious Activity Reporting process by a Battalion Chief.</li> <li>Fund and staff a fulltime, shift work Battalion Chief's position for supervising and managing the functions listed above.</li> </ul>	N/A		X	X	X
				X	X	X
Operations /Special Ops / Fire and Explosives Investigations	Increase number of personnel assigned in FEI to meet the daily staffing requirements: <ul style="list-style-type: none"> <li>Develop support within the department for increased staffing.</li> <li>Complete staffing model and present objectives to staff.</li> <li>Work with Fiscal Management to include staffing request.</li> <li>Increase staffing to include one day-work Captain and one shiftwork MFF to increase the efficiency of the unit.</li> <li>Increase staffing by creating a full-time bomb squad consisting of four personnel.</li> </ul>	5C	X X X	X	X	



## MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES [UPDATED FALL 2018]

Division/Section	Goal / Objective	Accreditation Criterion	FY19	FY20	FY21	FY22
Operations /Special Ops /Fire and Explosives Investigations	<p>Ensure rapid and reliable response to hazardous devices and weapons-of-mass-destruction events through the Bomb Squad:</p> <ul style="list-style-type: none"> <li>• Ensure all Bomb Squad personnel are proficient in the rapid response to events to include equipment use, PPE selection and donning, SWAT operations, and rapid assessment techniques.</li> <li>• Ensure adherence to National Bomb Squad Guidelines requirements for training and certifications.</li> <li>• Ensure adherence to Metropolitan Washington Council of Government adopted METROTECH guidelines for response and equipment.</li> <li>• Utilize the Bomb Squad staffing to provide: <ul style="list-style-type: none"> <li>○ Training to certified command officers – COPDI.</li> <li>○ Training to all department personnel via the In-Service Training process.</li> <li>○ Monthly training to all hazardous device technicians.</li> </ul> </li> </ul>	5C, 5L		X    	X    	X    
Operations /Special Ops / Fire and Explosives Investigations	<p>Hire a civilian analyst for administrative support for FEI for maintaining case data, analyzing data to assist investigators with case closure, and functioning as the connection with community and insurance company requests:</p> <ul style="list-style-type: none"> <li>• Develop support within department for position creation.</li> <li>• Complete survey with OHR on the appropriate position description.</li> <li>• Work with the Division of Fiscal Management to include position request in the budget.</li> </ul>	5C, 9C			X X  	X X  
Operations /Special Ops / Fire and Explosives Investigations	<p>Assign an FEI training officer to:</p> <ul style="list-style-type: none"> <li>• Ensure that investigators maintain and improve expertise in the field.</li> <li>• Ensure use of the scientific method as part of a systematic approach to the investigation of fires and explosions is perpetuated.</li> </ul>	5C	X  	X  	X  	X  

## MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES [UPDATED FALL 2018]

Division/Section	Goal / Objective	Accreditation				
		Criterion	FY19	FY20	FY21	FY22
Operations /Special Ops / Fire and Explosives Investigations	Improve FEI documentation processes: <ul style="list-style-type: none"> <li>Form an internal work group to fully evaluate, update, produce and co-locate all prescribed documentation to include policies, procedures and cooperative agreements with the goal of safe and efficient delivery of service</li> <li>Create a program to reevaluate these documents as often as necessary and, at a minimum, annually.</li> </ul>	5C	X	X	X	X
			X	X	X	X
Operations /Special Ops /Technical Rescue	Improve response data for Technical Rescue and Swift Water incidents: <ul style="list-style-type: none"> <li>Provide Mobile Data Computers in all primary vehicles that respond on Technical Rescue and Swift Water incidents.</li> <li>Provide data collection method to collect incident specific information not found in FireApp.</li> </ul>	5G		X	X	X
				X	X	X
Operations /Special Ops /Technical Rescue	Ensure better coordination and tracking of Tech Rescue and Swift Water training: <ul style="list-style-type: none"> <li>Fund and staff a fulltime Captain's position to coordinate and track Technical Rescue and Swift Water training.</li> <li>Assist in conducting annual appraisal of Technical Rescue and Swift Water Team operations.</li> </ul>	5G		X	X	X
				X	X	X
Operations /Special Ops /Technical Rescue	Improve daily operational supervision of Technical Rescue and Swift Water Rescue Teams: <ul style="list-style-type: none"> <li>Provide oversight and management to Technical Rescue and Swift Water Rescue Teams.</li> <li>Fund and staff a fulltime Battalion Chief's position for supervising and managing Technical Rescue and Swift Water Rescue Teams.</li> </ul>	5G		X	X	X
				X	X	X

## MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES [UPDATED FALL 2018]

Division/Section	Goal / Objective	Accreditation				
		Criterion	FY19	FY20	FY21	FY22
Operations /Special Ops /Technical Rescue	Assist in the development of Technical Rescue and Water/Flood Incident Response Policy appendices: <ul style="list-style-type: none"> <li>Ensure the appendices are in conjunction with all current Special Operations Team Standard Operating Guidelines.</li> </ul>	5G		X	X	X
Operations/Special Ops/Hazardous Materials	Improve daily response to Hazmat incidents: <ul style="list-style-type: none"> <li>Fully staff a hazmat unit as a second service in a hazmat station.</li> </ul>	5H			X	X
Support Services /Information Technology	Support existing automation systems: <ul style="list-style-type: none"> <li>Provide IT end-user training.</li> <li>Evaluate IT systems and equipment.</li> <li>Collaborate with DTS and other agencies/organizations (County, regional).</li> <li>Maintain interoperability.</li> </ul>	8B, 9C	X X X X	X X X X	X X X X	X X X X
Support Services /Information Technology	Embrace and implement new systems/equipment and upgrades: <ul style="list-style-type: none"> <li>Upgrade the data center to improve reliability and maintainability.</li> <li>Provide training for IT staff and end-users.</li> <li>Evaluate and document applications and systems.</li> </ul>	8B, 9C	X X X	X X X	X X X	X X X
Support Services /Information Technology	Support the Fire Chief's initiatives to prevent the 9-1-1 call and to meet our standards of response coverage: <ul style="list-style-type: none"> <li>Enhance and enable data mining and analysis capabilities.</li> <li>Improve automated reporting (e.g., Daily Report).</li> </ul>	9C	X X	X X		
Support Services /Information Technology	Cooperate with County's security principles and strategies for next generation IT services: <ul style="list-style-type: none"> <li>Encourage open data, transparency through social media, mobile on-line applications, etc. through secure and stable cloud technologies.</li> </ul>	9C	X	X	X	X

## MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES [UPDATED FALL 2018]

Division/Section	Goal / Objective	Accreditation Criterion	FY19	FY20	FY21	FY22
	<ul style="list-style-type: none"> <li>Control access to MCFRS systems, services and applications by careful account management.</li> <li>Regularly evaluate and analyze MCFRS systems and programs to identify, report and mitigate security risks.</li> <li>Educate and train users to improve security and privacy.</li> <li>Leverage available technologies (such as AD and IBoss) offered by DTS to engineer a better secured environment for specific communities that call for a more stringent security lock-down.</li> </ul>		X	X	X	X
			X	X	X	X
			X	X	X	X
			X	X	X	X
Support Services /Property and Supply	<p>Centralize multiple functions under the Property and Supply Section to maximize efficiency and enhance customer service.</p> <ul style="list-style-type: none"> <li>With key MCFRS players, decide which business units should be included in the centralization plan.</li> <li>Conduct site visits to other large departments with centralized logistics.</li> <li>Explore fiscal impact and staffing impact of centralization.</li> </ul> <p>Explore whether personnel can order certain items themselves and have approved items shipped directly to their home.</p> <ul style="list-style-type: none"> <li>Property &amp; Supply Section staff will meet to determine which items could possibly be provided directly from the vendor to the employee.</li> <li>Vendors with websites and systems in place to allow for individual ordering and fulfillment will be evaluated.</li> <li>A fiscal analysis of the impact of allowing individual ordering will be conducted.</li> </ul>	6B, 6E	X			
			X			
			X			
			X			
			X			
			X			
			X			
			X			

## MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES [UPDATED FALL 2018]

Division/Section	Goal / Objective	Accreditation				
		Criterion	FY19	FY20	FY21	FY22
Support Services /Fleet	Manage and test the department's hose, equipment, appliances and tools (HEAT): <ul style="list-style-type: none"> <li>• Management of HEAT:               <ul style="list-style-type: none"> <li>- Maintain an inventory system using COTS.</li> <li>- Execute additional contracts for HEAT.</li> </ul> </li> <li>• Ensure that all HEAT requiring testing (by NFPA standards) is accomplished on-time.</li> </ul>	6E	X	X	X	X
Support Services /Fleet	Implement industry best practices for parts management: <ul style="list-style-type: none"> <li>• Introduce a cyclical parts inventory.</li> <li>• Execute contracts for parts that are most advantageous to MCFRS.</li> <li>• Create a Parts Manager position and a Supply Technician position.</li> </ul>	6D	X	X	X	X
Support Services /Fleet	To measure Fleet performance utilizing MCFRS requirements as well as standard fleet management measurements: <ul style="list-style-type: none"> <li>• Identify performance measurements for the fleet.</li> <li>• Set objectives for individual measurements and monitor their implementation.</li> </ul>	6D	X	X	X	X
Support Services /Fleet	Identify and propose a staffing model for performing preventative maintenance and repairs that does not require the need for vendors to perform routine maintenance and repairs: <ul style="list-style-type: none"> <li>• Research fleet measurements pertaining to staffing levels.</li> <li>• Request funding for staffing levels, including support personnel, plus space, tools, etc. to support them.</li> </ul>	6D	X	X		
Support Services /Fleet	Continue to refine an ongoing apparatus replacement plan: <ul style="list-style-type: none"> <li>• Analyze and refine data from Apparatus Tracker and FASTER.</li> <li>• Review data available from other sources, i.e. peer organizations and EFO projects.</li> </ul>	6C	X	X	X	X
Support Services /Fleet	Examine and recommend alternative service delivery models for maintenance facilities and/or enhanced road service: <ul style="list-style-type: none"> <li>• Determine alternative methods to improve upon fleet services.</li> </ul>	6D	X	X		

# MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES [UPDATED FALL 2018]

Division/Section	Goal / Objective	Accreditation Criterion	FY19	FY20	FY21	FY22
Support Services /Fleet	Determine and implement regular training for Fleet staff for both automotive and vocational components of fire apparatus and EMS units: <ul style="list-style-type: none"> <li>Determine training needs.</li> <li>Determine training sources/methods.</li> </ul>	6D	X X	X X	X X	X X
Support Services /Facilities Maintenance	Provide adequate facilities and associated equipment to effectively and efficiently deliver emergency services from all departmental sites. <u>Strategies:</u> <ul style="list-style-type: none"> <li>Develop a comprehensive asset inventory.</li> <li>Adopt a viable work order system for scheduling and tracking maintenance tasks.</li> </ul> <u>Objectives:</u> <ul style="list-style-type: none"> <li>Continue conducting a facilities audit of each of the nearly 50 worksites to highlight problems such as deferred maintenance and end-of-life-cycle for building systems.</li> <li>Obtain a transferable data stream (for interpreting maintenance needs, determining priorities, and to assist with building a business case for future funding) from the evolving work order system implemented in 2015.</li> </ul>	6B	X X	X X	X X	X X
		6B	X	X	X	X
			X	X	X	X
			X	X	X	X
Support Services /Facilities Maintenance	Establish and implement CIP projects on a timely basis.  <u>Strategy:</u> Utilize the work order system to determine asset needs that meet the County’s criteria for consideration as Capital Projects and then incorporate them into the Capital Improvement Program.  <u>Objective:</u> <ul style="list-style-type: none"> <li>Plan for the addition of capital needs into the 6-year CIP for formal recognition and funding.</li> </ul>	6B	X	X	X	X

## MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES [UPDATED FALL 2018]

Division/Section	Goal / Objective	Accreditation				
		Criterion	FY19	FY20	FY21	FY22
Human Resources /Health and Wellness	<p>Improve Effectiveness of Safety Officers:</p> <ul style="list-style-type: none"> <li>Continuously improve the ability of the assigned Safety Officers to be effective in terms of education, prevention, and response to incidents. With increased staffing and improved oversight, the safety officers will increase the amount of time they spend in proactive tasks such as education and injury/collision prevention activities.</li> </ul>	7F		X		
Human Resources /Health and Wellness	<p>Add Battalion Chief Position:</p> <ul style="list-style-type: none"> <li>Add a Battalion Chief position to the Section to supervise the Safety Captains and provide both administrative and Kelly Day relief. With this additional coverage, Kelly Day backfill overtime will be reduced and another Safety Officer at the Battalion Chief level will develop key firsthand insights into prevailing safety issues.</li> </ul>	7F		X		
Human Resources /Health and Wellness	<p>Improve Policy Validity:</p> <ul style="list-style-type: none"> <li>Continually work to reduce the gap between actual work and the policies and practices that guide that work. Personnel and the Safety Officers should have real-time mobile access to both input and extract data from relevant IT systems.</li> </ul>	3D, 7G, 9C			X	

## MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES [UPDATED FALL 2018]

Division/Section	Goal / Objective	Accreditation				
		Criterion	FY19	FY20	FY21	FY22
Human Resources /Health and Wellness /FROMS	Digitize FROMS Records:  <ul style="list-style-type: none"> <li>• Execute the electronic distribution and storage of forms and/or documents as feasible. Personnel should have access to all relevant data electronically as limited by laws and regulation.</li> </ul>	7G, 9C			X	
Human Resources /Health and Wellness /FROMS	Manage FROMS Relocation:  <ul style="list-style-type: none"> <li>• Ensure adequate planning for FROMS relocation, including ensuring that FRS has sufficient space and equipment to maintain the current level of care.</li> </ul>	6B, 7G				X
Human Resources /Health and Wellness /FROMS	Evaluate FROMS Data Sets:  <ul style="list-style-type: none"> <li>• Evaluate data and determine trends regarding occupational diseases common to firefighters, including use of the enhanced cardiac surveillance program developed during FY16.</li> </ul>	5G, 9C			X	
Human Resources /Health and Wellness /FROMS	Develop Electronic Platform Supporting Health/Wellness Messaging:  <ul style="list-style-type: none"> <li>• Provide a mechanism to communicate with personnel about general health and wellness tips. This mechanism would also allow for a two-way conversation.</li> </ul>	5G, 9C	X			
Human Resources /Training	Maintain Recruit Hire Rate to Account for Attrition:  <ul style="list-style-type: none"> <li>• Work with OHR and OMB to ensure the ability to run at least one career recruit class annually, and complete the training of at least one recruit class annually.</li> </ul>	7B, 8B, 8C			X	



## MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES [UPDATED FALL 2018]

Division/Section	Goal / Objective	Accreditation Criterion	FY19	FY20	FY21	FY22
Human Resources /Training	Maintain PSTA Accreditation: <ul style="list-style-type: none"><li>• Work with the State of Maryland and the Committee of Accreditation of Educational Programs for the Emergency Medical Services Professions (COAEMSP) to maintain the MCFRTA as an accredited paramedic training institution.</li></ul>	8B, 8C	X			
Human Resources /Training	Digitize PSTA Records: <ul style="list-style-type: none"><li>• Purchase and implement a new records management system for students’ training files, and purchase and implement a new learning management system (LMS).</li></ul>	8B, 8C			X	
Human Resources /Training	Build and Sustain Education Partnerships: <ul style="list-style-type: none"><li>• Attain college credits through an equivalency agreement from in-state colleges and universities for students completing the MCFRTA Paramedic program.</li><li>• Develop a partnership with the other Paramedic/Emergency Health Services programs throughout Maryland.</li><li>• Enhance our training program to advance the professionalism of our students, facility, faculty and program.</li></ul>	8A				X  X  X
Human Resources /Training	Develop Program of Instruction for Hazard Reporting System: <ul style="list-style-type: none"><li>• Develop and deliver a program of instruction for relevant stakeholders that brings FRS into compliance with the current County Risk Management’s electronic hazard reporting system.</li></ul>	8A, 8C			X	

## MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES [UPDATED FALL 2018]

Division/Section	Goal / Objective	Accreditation Criterion	FY19	FY20	FY21	FY22
Human Resources /Labor Relations	<p>Improve Hiring Process Consistency:</p> <ul style="list-style-type: none"> <li>Review and, where necessary, revise the hiring process to provide a quasi-objective mechanism for candidate selection that is consistent across the board and that focuses on identified organizational priorities with regard to desirable candidate qualities.</li> </ul>	7B	X			
Human Resources /Labor Relations	<p>Enhance Recruiting Efforts:</p> <ul style="list-style-type: none"> <li>Institutionalize a yearly evaluation of MCFRS' hiring process to ensure the process remains conducive for diverse applicants to participate.</li> </ul>	7B		X		
Human Resources /Labor Relations	<p>Enhance Promotional Examinations:</p> <ul style="list-style-type: none"> <li>Improve the promotional examination process to increase the integration of identified candidate qualities and ensure that those qualities are tied to real-time organizational needs and trends.</li> </ul>	7D		X		
Human Resources /Labor Relations	<p>Augment Civilian Staffing to Increase Productivity:</p> <ul style="list-style-type: none"> <li>Create and fill a Hiring Manager position.</li> <li>Create and fill a Civilian Discipline Coordinator position.</li> </ul>	9C		X X		

## MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES [UPDATED FALL 2018]

Division/Section	Goal / Objective	Accreditation Criterion	FY19	FY20	FY21	FY22
All Divisions	<p>Departmental Consistency in Application:</p> <ul style="list-style-type: none"> <li>Identify and remedy situations where ideas, concepts, practices, and preferred methods are inconsistently applied across the enterprise, while also looking for opportunities to create interdisciplinary integrations wherever possible to ensure consistency in application.</li> </ul>	N/A		X		